

Driven for life



PLAINTIFF'S
EXHIBIT

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Multi-Year Summary

Selected Financial Data

(Dollars in millions, except per share data)	2009 ¹⁾	2008 ¹⁾	2007 ^{1, 2)}	2006 ^{1, 3)}	2005 ⁴⁾
Sales and Income					
Net sales	\$5,121	\$6,473	\$6,769	\$6,188	\$6,205
Operating income	69	306	502	520	513
Income before income taxes	6	249	446	481	482
Net income attributable to controlling interest	10	165	288	402	293
Financial Position					
Current assets excluding cash	1,707	1,598	1,941	1,930	1,867
Property, plant and equipment	1,042	1,158	1,260	1,160	1,081
Intangible assets (primarily goodwill)	1,729	1,745	1,760	1,676	1,679
Non-interest bearing liabilities	1,610	1,361	1,552	1,441	1,418
Capital employed ⁵⁾	3,098	3,369	3,583	3,498	3,259
Net debt	662	1,195	1,182	1,010	877
Total equity ⁵⁾	2,436	2,174	2,401	2,488	2,382
Total assets	5,186	5,206	5,305	5,111	5,065
Long-term debt	821	1,401	1,040	888	757
Share data					
Earnings per share (US\$) – basic	0.12	2.29	3.70	4.90	3.28
Earnings per share (US\$) – assuming dilution	0.12	2.28	3.68	4.88	3.26
Total parent shareholders' equity per share (US\$) ⁵⁾	28.06	30.11	31.83	30.00	27.67
Cash dividends paid per share (US\$)	0.21	1.60	1.54	1.36	1.17
Cash dividends declared per share (US\$)	–	1.42	1.56	1.41	1.24
Share repurchases	–	174	380	221	378
Number of shares outstanding (million) ⁶⁾	85.1	70.3	73.8	80.1	83.7
Ratios					
Gross margin (%)	16.6	17.4	19.7	20.4	20.4
Operating margin (%)	1.3	4.7	7.4	8.4	8.3
Pretax margin (%)	0.1	3.8	6.6	7.8	7.8
Return on capital employed (%) ⁵⁾	2	9	14	16	16
Return on total equity (%) ⁵⁾	1	7	12	17	12
Total equity ratio (%) ⁵⁾	47	42	45	49	47
Net debt to capitalization (%)	21	36	33	29	27
Days receivables outstanding	75	49	64	70	71
Days inventory outstanding	40	39	33	34	32
Other data					
Airbag sales ⁷⁾	3,299	4,130	4,377	4,085	4,116
Seatbelt sales ⁸⁾	1,822	2,343	2,392	2,103	2,089
Net cash provided by operating activities	493	614	781	560	479
Capital expenditures	140	293	324	328	315
Net cash used in investing activities	(157)	(321)	(345)	(285)	(303)
Net cash provided by (used in) financing activities	(376)	98	(461)	(441)	(86)
Number of employees, December 31	30,200	34,000	35,300	35,700	34,100

1) In 2009, 2008, 2007 and 2006 severance and restructuring costs reduced operating income by \$133, \$80, \$24 and \$13 million and net income by \$96, \$55, \$16 and \$9 million. This corresponds to 2.6%, 1.3%, 0.4% and 0.2% on operating margins and 1.9%, 0.8%, 0.2% and 0.1% on net margins. The impact on earnings per share (EPS) was \$1.14, \$0.76, \$0.21 and \$0.11, while return on total equity was reduced by 4.1%, 2.2%, 1.4% and 0.4%, respectively. 2) In 2007, a court ruling reduced operating income \$30 million, net income \$20 million, operating margin by 0.5%, net margin by 0.3%, EPS by \$0.26 and return on equity by 0.8%. 3) In 2006, a release of tax reserves and other discrete tax items boosted net income by \$95 million, net margin by 1.5%, EPS by \$1.15 and return on equity by 3.9%. 4) In 2005, the Jobs Creation act reduced net income by \$13 million, net margin by 0.2%, EPS by \$0.15 and return on equity by 0.5%. 5) Adjusted in accordance with FASB ASC 810-10-45, adopted on January 1, 2009. 6) At year end, net of treasury shares. 7) Incl. electronics, steering wheels, inflators and initiators. 8) Incl. seat components.